



Cover and Signature Page

Name of Grant Recipient City and County of Honolulu

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**This comprehensive plan is submitted for the period of February 1, 2006 through June 30, 2007 in accordance with the provisions of the Workforce Investment Act. We further certify that we will operate our Workforce Investment Act Program in accordance with this plan and applicable federal and state laws and regulations.**

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**Chair of Oahu  
Workforce Investment Board**

\_\_\_\_\_  
**Mayor of Honolulu**

Russell Chun  
**Name (printed or typed)**

Mufi Hannemann  
**Name (printed or typed)**

01/30/06  
**Date**

01/30/06  
**Date**

## I. LOCAL VISION AND GOALS

### *1. Describe your vision and strategic goals for:*

#### *a. Economic Development*

The Board's vision for working with and assisting its one-stop partners, the state, and Oahu's high-growth industries to further develop Hawaii and Oahu's economy involves the continuation of work it undertook beginning in 2005 to assist four high-growth industries on Oahu: (1) healthcare; (2) construction; (3) hospitality; and, (4) high technology. The board's strategic goals for this area involve: (1) securing industry input on the workforce development needs of their industries; (2) securing industry ownership in the solutions-development and implementation process; (3) securing industry matching funds and/or contributions toward costs associated with programs, services, and solutions developed by industry-led solutions-development teams associated with the board. The board expects to accomplish goals one and two by June 2006. The board expects to accomplish goal three by June 2007.

#### *b. Worker Supply*

The Board's vision for worker supply is that its role is to make sure our training institutions understand what the workforce development needs of industry are at any given time, thereby allowing our training institutions to produce the right kinds of workers, in the right quantities, and at the right time to meet the skilled labor needs of our industries. The board's strategic goals in this area include: (1) providing a regular forum where industry representatives can meet regularly with training industry representatives to discuss the labor needs of industry; (2) providing a regular forum where job seeker representatives such as labor union officials and others who advocate on behalf of job seekers and workers can meet regularly with employers and industry representatives to discuss and address issues that are important to job seekers and workers, including issues such as standard of living issues, wages, and other related issues; and, (3) providing job seekers, employers, training institutions, and other interested parties with reliable information on issues that are important to them. The board expects to accomplish goals number one and two by June 2006. The board expects to accomplish goal number three by about December 2007.

#### *c. Education and Training*

The board's vision for education and training is that Oahu's training institutions and service providers – as a result of the board's continuing efforts to educate and train stakeholder partners on the role they play in the workforce development system – will better understand the critical role they play in the vitality and overall health of our economy and populace. The board's strategic goals in this

area include: (1) continue educating all training provider organizations that do business with the board about the need for training institutions in particular to pay close attention to the workforce needs of our industries so that our training institutions are producing graduates and trainees with the right skills sets at the right time in the right quantities; and, (2) to better align what is being produced by the DOE and other training institutions, in terms of graduates and skills sets possessed by these graduates, with what employers tell the board they are in need of in terms of workers and graduates from our publicly-funded school system and other training programs, regardless of funding source. The board expects to accomplish these goals by June 2007.

*d. Use of Resources*

The Board's vision for the use of resources is that in the coming year it will be able to entice, secure, or encourage employers to contribute at least an appropriate match for every dollar the board spends on recruiting and training workers needed by these employers and/or industries. The board's goals in this area include: (1) identify at least one major employer from each of the industries the board is presently assisting to provide non-WIA matching funds which will be used to cover costs associated with recruiting and training workers needed by this and other employers from these industries; and, (2) leverage the board's resources so as to allow the board to help more industries and job seekers find compatible matches. The board expects to accomplish these goals by June 2007.

*e. Youth Development, and*

The Board's vision for youth development is that more out-of-school, hard-to-serve youth will be served by its youth programs. The board's goals in this area include: (1) making sure youth from areas not served by current service providers are provided the same opportunities in the coming year; (2) making sure awards cover areas that are not currently covered; and, (3) making sure that a majority of its youth program funds are used to serve out-of-school youth.

The board will work more closely with its operator and partners to identify service provider organizations that might be interested in providing youth services and/or youth service programs in areas not currently being served. The board expects to accomplish these goals by December 2006.

*f. Other Local Priorities*

The Board's vision for other local priorities focuses primarily on ensuring there is involvement and buy-in by all stakeholders when assisting job seekers and employers with addressing their workforce development needs. The board's goals in this area include: (1) making sure there is a seat at the table for employers; (2) making sure there is a seat at the table for people or entities who speak for and/or who represent the interests and/or concerns of job seekers and

workers; and (3) making sure training institutions and/or training providers are included in these discussions. The board expects to accomplish these goals by June 2006.

*2. Indicate differences, if any, from the State's vision and goals.*

No differences in visions and goals between board and state. Only differences might be in approaches each party will take to implement these visions and goals.

*3. Identify the LWIB's highest two to four priorities for the next two years.*

The board's highest two priorities for the next two years include: (1) better aligning the output of training institutions and providers with the labor requirements of employers; and, (2) obtaining tangible evidence of employer buy-in into the board's efforts to assist industries recruit and train workers by securing from industries and/or employers assisted by the board non-federal contributions that leverage board resources used to assist these industries and/or employers find, train, and retain workers.

*4. Describe the process by which the LWIB's vision and goals will be conveyed to One-Stop Job Center staff, partners, and service providers. Please include plans for receiving feed-back and providing on-going reinforcement.*

The process used by the board to convey its vision and goals to one-stop center staff, partners, and service providers is multi-pronged. The first place and forum where this is done is at regular board or committee meetings. Statements and/or information communicated at these meetings touching on board vision and/or goals are then memorialized in minutes from these meetings which are distributed to administrators from each of the entities identified above, who in turn share that information with their respective entities and/or staff. Feedback is received throughout the information distribution process and is highly sought out by board staff at weekly meetings involving board staff, one-stop staff, and sometimes service provider staff. Staff monitoring visits provide the board with additional opportunities to discuss the board's vision and goals with board partners.

## II. ASSESSMENT OF LABOR MARKET NEEDS

*1. Identify the current and projected employment opportunities in the Local Area.*

Data on current and projected employment opportunities in the local area up to 2010 indicates that the healthcare industry will experience the largest growth in total number of employment opportunities. The aging of the baby boomer generation will create a large number of new jobs in various occupational areas in the healthcare industry, with these jobs paying better than average wages for those who are able to obtain them. For the board, this means the board will

have to move much quicker to complete its work in the area of aligning what our educational system is producing in terms of graduates with what our industries and employers need in terms of skilled workers. Table 1 below identifies Hawaii's fastest growing occupations. While Tables 1 and 2 provide data for all of Hawaii, it is safe to assume that since more than 75 percent of Hawaii's total population resides on Oahu, we may reasonably conclude that to arrive at what the impacts would be for Oahu, one only need reduce the figures reported below to 75 percent of the total reported in Table 1.

The information below is from a report which was prepared by the Western Interstate Commission for Higher Education to assist policy makers with decision making on issues affecting and concerning resource allocation, establishing spending priorities, and other considerations. Data used in the WICHE report was obtained from the DLIR.

# WORKFORCE

## BRIEF

# Hawaii

### About WICHE

WICHE, the Western Interstate Commission for Higher Education, was launched in the 1950s with the goal of helping the states in the West to train professionals in the fields of medicine, dentistry, and veterinary medicine. Today, WICHE's Professional Student Exchange enrolls students in 13 professional fields – including a number in which **Hawaii** is anticipating major **growth**. The majority of those students return to **Hawaii** to practice, providing a major return to the state.

This report examines workforce trends in **Hawaii** and nationally, providing information that's intended to help **Hawaii** policymakers use WICHE's Professional Student Exchange Program more effectively. In the decade leading up to the year 2010, **Hawaii** employment is slated to increase by over 12 percent. As is true with most states in the West, **Hawaii** will see a drop in some of its traditionally strong occupations and a boost in a number of others, thanks in part to changes in demographics but primarily due to new economic and social realities.

Higher education will play a major role in the state's ability to meet the needs of its population and fill these new **jobs**, especially in professional fields that require extensive training.

### Hawaii's Occupational Outlook

From 2000 to 2010, employment in **Hawaii** is projected to grow from 559,100 to 627,330, or 12.2 percent, a bit slower than the national average but an improvement over the economic slowdown that affected the state throughout the 1990s. The state will have to retrain workers in slow-**growth** or declining fields, such as agriculture, as well as preparing thousands more to fill new **jobs** and those left vacant by a retiring workforce. Higher education will play a critical role in **Hawaii's** future, much more so than it has in the past. Today, education and training are essential for those expecting to earn even a living wage. A look at the state's occupational forecast tells the story. Of the state's 15 fastest growing occupations, eight require education or training at the bachelor's or master's level, or at the very least, an associate degree. Professional occupations will see solid **growth** in **Hawaii** in the next decade; in fact, the projected demand in some fields has increased markedly even over the last two years. Table 2 provides an analysis of the workforce trends in each of the WICHE professional fields.

**Hawaii** faces possible shortages in a number of health-related occupations. The need for registered nurses is expected to climb by 21 percent; in fact, the field is one of the state's **top 10** when it comes to the number of new job openings. Physical therapists, members of one of the state's 15 fastest growing professions, will increase in number by 33 percent, while the ranks of physician assistants will swell by 50 percent. Physicians and surgeons will see a **growth** rate of 19 percent, while the ranks of occupational therapists will grow by 33 percent; and veterinarians will increase their numbers by 27 percent.

The increase in the need for trained medical personnel relates to an unfolding demographic change: the aging of the Baby Boom generation.

## Table 1 Hawaii's Fastest Growing Occupations

Computer System Admin.  
Speech Pathologists  
Computer Support Spec.  
Fitness Trainers  
Medical Assistants  
Spec. Ed. Teachers  
Social Service Assts.  
Hotel/Motel Clerks  
Social Workers  
Health Info Technicians  
Home Care/Hlth. Aides  
Educ. Administrators  
Network Analysts  
Physical Therapists  
Child Care Workers  
Source: **Hawaii** State Dept. of Labor and Industrial Relations.

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Another trend is at work in reshaping the state's workforce: **Hawaii**, like most states, has felt the effect of the information and technology age, perhaps more than others because of its geographical distance from the rest of the U.S. Technology links **Hawaii** to the broader U.S. economy, and professions such as network analysis and computer support are expected to see strong **growth**. In fact, improvements in technology are the most powerful reason for the **growth** in **Hawaii**'s professional sector. Two examples: network and computer systems administrators will see a 84 percent increase; the number of computer support specialists will increase by 80 percent.

**Hawaii** will face competition from the rest of the U.S. in securing the services of its professional workers. Both **Hawaii** and the rest of the U.S. are in dire need of trained teachers (**Hawaii** will need elementary and secondary school teachers, especially special ed teachers). The shortage of registered nurses is widespread, and that shortfall, while not as great as that of other fields in terms of percentage, is significant in terms of numbers: in **Hawaii** alone, some 170 new nurses will be needed each year to meet anticipated need. And while the state also expects an increased need for low-skilled service workers, from sales clerks to cashiers, it cannot expect to build its economy via them.

### Sources: Workforce Report Data

All information used in the text and tables of this report is available from the **Hawaii** State Dept. of Labor and Industrial Relations ([dlir.state.hi.us](http://dlir.state.hi.us)) and the U.S. Bureau of Labor Statistics ([www.bls.gov](http://www.bls.gov)). Information is accurate at press time.

**Table 2**  
**Hawaii Professional Employment Projections, 2000-2010**

Profession	Number		% Change	Total Openings
	2000	2010		
All professions	559,100	627,330	12.2%	68,230
Architects	470	510	8.5%	40
Dentists	480	550	15%	70
Librarians	800	830	3.8%	30
Occupational Therapists	240	320	33.3%	80
Optometrists	130	140	8%	10
Pharmacists	1,140	1,340	17.5%	200
Physical Therapists	480	640	33.3%	160
Physician Assistants	100	150	50%	50
Physicians and Surgeons	1,760	2,100	19.3%	340
Registered Nurses	7,890	9,570	21.3%	1,680
Veterinarians	110	140	27.3%	30

Source:

Source: **Hawaii** State Dept. of Labor and Industrial Relations.

Below is a debriefing that focuses primarily on trends in the health professions because of the predominance of these programs in PSEP and the growing importance of the health workforce issue.

**Occupational Therapists.** Occupational therapists held about 78,000 **jobs** in 2000. Employment of occupational therapists is expected to increase about twice as fast as the average – by 33.9 percent – by 2010.

The Baby Boom generation’s movement into middle age, a period when the incidence of heart attack and stroke increases, will increase the demand for therapeutic services. The rapidly growing cohort that’s 75 years and older also will demand additional services. Median annual earnings of occupational therapists were \$49,450 in 2000; the **top** 10 percent earned more than \$70,810.

**Physical Therapists.** Physical therapists held about 132,000 **jobs** in 2000. Employment of physical therapists is expected to increase by 33.3 percent by 2010. The rapidly growing elderly population is particularly vulnerable to chronic and debilitating conditions that require therapeutic services. Widespread interest in health promotion also should increase demand for physical therapy services. A growing number of employers are using physical therapists to evaluate worksites, develop exercise programs, and teach safe work habits to employees in the hope of reducing injuries.

Median annual earnings of physical therapists were \$54,810 in 2000; the **top** 10 percent earned more than \$83,370.

**Physician Assistants.** Physician assistants held about 58,000 **jobs** in 2000. Employment opportunities are expected to be good for physician assistants, particularly in areas or settings that have difficulty attracting physicians, such as rural and inner city clinics. Employment of PAs is expected to grow by 53.5 percent by the year 2010. Physicians and institutions are expected to employ more PAs to provide primary care and to assist with medical and surgical procedures because PAs are cost- effective and productive members of the healthcare team. Besides the traditional office-based setting, PAs should find a growing number of **jobs** in institutional settings such as hospitals, academic medical centers, public clinics, and prisons. Median annual earnings of physician assistants were

\$61,910 in 2000; the **top** 10 percent earned more than \$88,100.

**Pharmacists.** Pharmacists held about 217,000 **jobs** in 2000. Very good employment opportunities are expected for pharmacists over the 2000-10 period because the number of degrees granted in pharmacy are not expected

to be as numerous as the number of job openings created by employment **growth** and replacement needs. Employment of pharmacists is expected to grow 24.3 percent by the year 2010, due to the increased pharmaceutical needs of a larger and older population and greater use of medication. Median annual earnings of pharmacists in 2000 were \$70,950; the **top** 10 percent earned more than \$89,010 a year.

**Registered Nurses.** As the largest healthcare occupation, registered nurses held about 2.2 million **jobs** in 2000. Job opportunities for RNs are expected to be very good. Employment of registered nurses is expected to grow 25.6 percent by 2010; though that's only about 2.5 percent per year, the field is already huge and thus many new **jobs** will be created. Thousands of job openings will result from the need to replace experienced nurses who leave the occupation, especially as the median age of the RN population continues to rise. Some states report current and projected shortages of RNs, primarily due to an aging RN workforce and recent declines in nursing school enrollments.

Imbalances between the supply of and demand for qualified workers should spur efforts to attract and retain qualified RNs. Median annual earnings of registered nurses were \$44,840 in 2000; the **top** 10

**Veterinarians.** Veterinarians held about 59,000 **jobs** in 2000. Employment of veterinarians is expected to increase 31.8 percent or more through 2010. Job openings stemming from the need to replace veterinarians who retire or otherwise leave the labor force will be almost as numerous as new **jobs** resulting from employment **growth** over the 2000-10 period. Small increases in the total number of household pets, coupled with the movement of baby boomers into the 34- to 59-year age group, means that the willingness by pet owners to pay for veterinary services should continue. Median annual earnings of veterinarians were \$60,910 in 2000; the **top** 10 percent earned more than \$128,720.

A number of other PSEP fields are expected to experience normal to low **growth** (less than 2 percent per year) in the years leading up to 2010.

**Architects.** Architects held about 102,000 **jobs** in 2000; the field will grow by 18.5 percent by 2010.

Additional job openings will stem from the need to replace architects who retire or leave the labor force for other reasons. Prospective architects may face competition for entry-level positions, especially if the number of architectural degrees awarded remains at current levels or increases.

Median annual earnings of architects were \$52,510 in 2000.

**Dentists.** The ranks of dentists are expected to grow by only 5.7 percent in the years between 2000 and 2010.

Dentists held about 152,000 **jobs** in 2000. Dentists will increasingly provide care that is aimed at preventing tooth loss, rather than simply providing treatments. However, the employment of dentists is not expected to grow as rapidly as the demand for dental services. As their practices expand, dentists are likely to hire more dental hygienists and dental assistants. Median annual earnings of salaried dentists were \$129,030 in 2000.

**Librarians.** Librarians held about 149,000 **jobs** in 2000. Employment of librarians is expected to be slower than average over the 2000-10 period: just 7 percent. The increasing use of computerized information storage and retrieval systems continues to contribute to slow **growth** in the demand for librarians.

Applicants for librarian **jobs** in large metropolitan areas, where most graduates prefer to work, usually face competition; those willing to work in rural areas should have better job prospects. Median annual earnings of librarians in 2000 were \$41,700.

**Optometrists.** Employment of optometrists is expected to grow by 18.7 percent, with **jobs** increasing from 31,000 to 37,000 by 2010, in response to the vision care needs of a growing and aging population. In addition to **growth**, the need to replace optometrists who leave the occupation will create employment opportunities. Relatively few opportunities from this source are expected, however, because of low retirement rates. Median annual earnings of salaried optometrists were \$82,860 in 2000.

**Physicians.** Physicians and surgeons held about 598,000 **jobs** in 2000. Employment of physicians and surgeons is expected to increase 17.9 percent through the year 2010 due to continued expansion of the health care industries. Earnings vary according to number of years in practice, geographic region, hours worked, and skill, personality, and professional reputation. Median annual earnings were over \$138,400 in 2000.

**Podiatry.** Podiatrists held about 18,000 **jobs** in 2000. Employment of podiatrists is expected to grow by 14.2 percent by 2010. More people will turn to podiatrists for footcare as the elderly population grows. Over the next 10 years, members of the Baby Boom generation will begin to retire, creating vacancies. Relatively few job openings from this source are expected, however, because the occupation is small. Median annual earnings of salaried podiatrists were \$107,560 in 2000.

2. *Describe the job skills necessary to obtain employment opportunities identified above.*

The skill sets described by the board in its initial five-year plan are as relevant today as they were when the board crafted its initial five-year plan. Rather than repeat that information here, the board directs your attention to its first five-year plan for that information. Suffice it to say technology skills, entrepreneurial skills, job readiness skills, and higher education are necessary skills for the kinds of high-skills jobs that will be available in large numbers in the coming five years as baby boomers retire.

3. *Describe the current and projected labor pool, including demographics (e.g., age, gender, number of special groups listed at IV.14 of these instructions) of the youth and working age populations.*

#### Current Labor Pool

Total labor pool for local area is approximately 452,000. Of this total, 55.8 percent, or 252,216, are between the ages of 18 and 65; 13.3 percent are over age 65; 24.4 percent are under 18; and, 6.5 percent are under age five. Of this total, 210,500 are female and the remainder are male.

4. *Analyze the information collected on employment opportunities, necessary skills, and the current and projected labor pool. Based on this analysis, describe the current and projected skill gaps and the sufficiency of the local area's labor pool.*

Oahu's current and projected skill gaps will be in the areas identified in number two above. Presently, the local area's labor pool does not have a sufficient supply of workers with these skill sets to meet the needs of employers.

### III. LOCAL ORGANIZATION AND ADMINISTRATION

1. *Identify the entity responsible for the disbursement of WIA formula funds. [Ref: WIA Reg. 661.350 (a)(9).]*

The entity responsible for disbursing WIA formula funds on Oahu under Section III (1) is the City and County of Honolulu. Please refer to the board's original five-year plan for further clarification if necessary.

2. *Describe the roles and relations between the Mayor, LWIB, grant recipient, subrecipient/fiscal agent, and One-Stop operator(s). Attach any agreements and organizational charts that define the roles and relationships.*

The roles and relations between the parties identified above are fully described in agreements between these parties memorialized in the following agreements:

1. Exhibit 1 – MOU between Mayor and OWIB (See Section XII. 1)
2. Exhibit 2 – MOU between OWIB and One-Stop Operator (See Section XII. 1)
3. Exhibit 3 – MOU between OWIB and Youth Operator (See Section XII. 1)
4. Exhibit 4 – MOUs between OWIB and One-Stop Partners (See Section XII. 2)

3. *Describe measures in place or planned towards effective and efficient use of administrative resources including:*

*a. Improved procedures for data flow and entry*

The board's staff will monitor and provide technical assistance to its operators and service providers in November 2005 to assess what systems exist for the efficient gathering, processing, and entering of data into the DLIR's AOSOS data gathering and reporting system. This work is intended to provide the board with a full assessment of whether existing policies are sufficient to meet the data gathering, processing, and entering needs of the board or whether additional policies and revised practices are necessary for the efficient collecting and processing of this critical data.

*b. Single administrative structure to support the LWIB and serve as the fiscal agent for WIA funds*

The single administrative structure which currently exists, whereby the City serves as fiscal agent for WIA funds, is adequate and meets the fiscal agent needs of the board.

*c. Simplifying and combining programs*

The board's efforts in this area are an on-going process. The board's continuous improvement process allows for and encourages board members and staff to continuously look for ways to streamline processes and reduce redundancy in services and programs. An example of this process would include the work the QA committee did to better gauge the quality of the board's services and programs while taking extra caution to check with partner organizations, such as the WDD, to make sure the QA was not duplicating the work being done by the WDD in the area of quality assurance checks. Additional examples include those initiatives described in Section III. 6. and Section IV. 2. The board's MOUs with its partners also demonstrate how the board and its partners have built into their relationships processes and procedures for insuring simplification of processes and combining of programs where permissible and practical.

*d. Reducing overlapping services by affiliated entities*

The board conducts, through its staff, a redundancy analysis whenever it enters into discussions which might lead to the development of new programs or partnerships with other entities. This type of analysis is done in the same manner and fashion a due diligence analysis is typically performed by businesses in the private sector.

*e. Leveraging resources with interested parties*

The board is currently considering a formal matching funds policy it would use to encourage partner organizations and businesses to contribute resources toward the development of programs designed to primarily benefit businesses. Staff are currently researching the viability of such an approach and will report back to the board before the close of the year. Leveraging resources is a policy that is a high priority item for the board.

*f. Limited travel policy*

The board is in the process of adopting a formal local level travel policy. A copy of the proposed travel policy is included below. Action on this formal policy is expected by the close of 2005.

# Oahu Workforce Investment Board

711 Kapiolani Blvd. Ste. 410, Honolulu, Hawaii 96813 (808) 591-5558 /Fax (808) 591-5558

## Policy No. 1

### (Draft) Travel Policy

#### **Purpose and Background**

The Governor has designated the Oahu Workforce Investment Board as the Local Workforce Board (LWIB) for Oahu County under the federal Workforce Investment Act of 1998 (WIA). The Oahu Workforce Investment Board (OWIB), whose members are appointed by the Mayor of the City and County of Honolulu, acts as the overseer of WIA programs in the City and County of Honolulu. Over half the members of the OWIB are from the private sector and serve as community volunteers without financial compensation. The remaining members of this "business-led" board represent partner agencies. The OWIB is staffed through the City and County of Honolulu's Department of Community Services, but financed with WIA administration funds.

The Workforce Investment Board realizes the importance of having well-informed and well-trained board members and staff and encourages its members and staff to participate in regional, state and national workforce training seminars and conferences. Due to its geographic isolation relative to the lower 48 contiguous states, it is often necessary for OWIB members and staff to travel significant distances to these conferences and/or to regular or special OWIB meetings within the City and County of Honolulu.

In an effort to minimize any financial hardship service to the OWIB may cause its members and staff and in order to sponsor and encourage member and staff participation at training sessions and conferences, the OWIB reimburses members and staff for expenses incurred during service to the OWIB. This policy is meant to set forth the guidelines for such spending and reimbursement and to reflect and accommodate the unique requirements of OWIB members and staff.

#### **General Guidelines**

OWIB members traveling on OWIB-related business should do so in the most reasonable economic manner possible. This would include obtaining government rates or special conference rates at hotels, "shopping" for reasonable fares, and using public transportation if available and reasonably convenient. Carpooling is encouraged but not required.

#### **Conference Attendance**

##### Board Member Travel

Any OWIB member wishing to attend a conference/training session should submit his/her application of interest (OWIB Form T-1.05) to the OWIB staff. The OWIB staff will prepare an estimate of costs for the conference/training session and then submit the costed application to the Executive Committee. It is preferable that the applications be submitted to the Executive Committee at least one month prior to the conference/training.

##### Staff Travel

Any OWIB staff or operator staff wishing to attend a conference/training session should submit his/her application of interest (OWIB Form T-1.05) to the OWIB staff. The OWIB staff will review the request for appropriateness and benefit to the WIA. In making an appropriateness determination, OWIB staff are to consider factors such as the workload of the individual making the request, whether or not the individual making the request has been keeping up with his/her workload, the benefit to be conferred on WIA

resulting from the travel, and other qualitative and economic factors. The OWIB staff will prepare an estimate of costs for the conference/training session and then submit the costed application to the Executive Committee. It is preferable that the applications be submitted to the Executive Committee at least one month prior to the conference/training.

The Executive Committee will determine the funding available for any given conference/training. It is the intention of the OWIB to offer training to as many members and staff as possible within the funding appropriated for a particular conference or training. For board member travel, attendance priority will be given to those member applicants who serve as officers of the OWIB, who have not previously attended a training session or conference, and/or to those who are new to the Board. For staff travel, attendance priority will be given to (1) those staff applicants who are current in their work assignments and are not likely to fall behind in their work assignments as a result of the travel, (2) those who have not previously attended a training session or conference, and/or (3) to those who are likely to benefit most from the training/conference given the nature of the material to be covered at the conference and the role the staff performs as board staff. The Chair of the OWIB will resolve any conflicts that may arise regarding conference attendance.

Members who represent partner organizations and who have training funds available from those organizations should use those funds, whenever possible, prior to asking for WIA sponsorship.

Members and staff who attend conferences and/or training sessions are expected to make a report to the full OWIB at the next regular meeting of the OWIB following the conference and to contribute informational and training materials to the OWIB resource library.

Once a member or staff has been approved for a conference/training, staff will complete the necessary travel request forms and submit them to the Department of Community Services for processing.

### **Travel Arrangements**

When at all possible, staff will be responsible for all conference registration arrangements, hotel reservations, transportation reservations and trip logistics.

### **Reimbursable Expenses**

Members and staff will be reimbursed for most expenses incurred while on OWIB business.

- **Conference/training registration fees** will be paid from OWIB funds directly to the conference/training provider. No out-of-pocket expenses for conference registration fees need be incurred by OWIB members or staff, unless, last minute registration precludes prepayment.
- **Hotel accommodations** will be paid, whenever possible, directly to the hotel with no reimbursable expenses resulting. Members are not expected to share a room with other board members or staff.
- **Mileage** will be reimbursed at the City and County of Honolulu approved rate. That rate will be adjusted periodically to reflect the current rate established by the Internal Revenue Service (IRS).
- **Intercity/state transportation** (excepting a personal vehicle) reservations will be made by staff in consultation with the traveling OWIB member or staff. Staff will seek the most reasonable airfare and ground transportation. Public transportation, when possible, is encouraged.
- **Intracity transportation** (in city of conference/training) expenses including taxis, shuttles, and public transportation will be reimbursed.
- **Toll charges** are reimbursable expenses.
- **Parking** is a reimbursable expense. Members are encouraged to use self-park garages when possible.
- **Meals** are reimbursable at the rate of \$45/day for mainland travel, subject to change. In some IRS designated "higher rate" cities, the reimbursement for meals will be greater. Staff will ascertain those higher rates, include them on the member's Travel Request form, and notify member accordingly.
- **Telephone/Fax/Telecommunication Charges**

Telephone, facsimile, and other telecommunication charges directly relating to OWIB activities are reimbursable expenses.

**Companions**

Companions may accompany OWIB members and/or staff on OWIB-related business trips. Companion meals are not a reimbursable expense. Hotel accommodations will be covered up to the single room rate.

**Prohibitions**

Workforce Investment Act funds may not be used for foreign travel or for the purchase of alcoholic beverages.

**Post Conference/Training**

Following the conference/training, members will be required to submit a Travel Reimbursement form, together with required receipts, in order to be reimbursed for expenses incurred. The form should be submitted to staff no more than 25 days following the conference/training. Travel Reimbursement forms and the expenses noted thereon must be approved by the Board's Executive Director prior to being submitted by staff to the County for payment.

**Receipts**

Receipts are required for reimbursement of conference/training registration, hotel accommodations, transportation fares, toll fees, parking charges, and communication expenses. All taxi, shuttle, and bus fares and incidentals of over \$5.00 require a receipt. Receipts are not necessary for meals.

**Title:** Travel Policy

**Policy Number:** 18

**Effective Date:** November \_\_\_\_, 2005

**Revision Number:** \_\_\_\_\_

**Revision Date:** \_\_\_\_\_

**References:** \_\_\_\_\_

**Key Words:** \_\_\_\_\_

**Author:** John R. Sabas

**Adopted Comm:** Executive Committee    **Date:** \_\_\_\_\_

**Adopted OWIB:** \_\_\_\_\_

**OWIB Form T-1.05**

Approved:  
**OWIB Travel Request Form**

Date: \_\_\_\_\_

Name: \_\_\_\_\_

Title of Conference: \_\_\_\_\_

Date of conference/seminar: \_\_\_\_\_

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**Office use only. Do not write below above line.**

Date request received: \_\_\_\_\_

Date of next executive committee meeting: \_\_\_\_\_

Did requestor submit request at least one month before anticipated date of travel?: Yes \_\_\_\_ No \_\_\_\_

Cost estimate attached? Yes \_\_\_\_ No \_\_\_\_

Budgeted travel? Yes \_\_\_\_ No \_\_\_\_

Executive Committee Review date: \_\_\_\_\_

Travel request **approved** \_\_\_\_\_ **not approved** \_\_\_\_\_

Notice of executive committee decision to requestor provided to requestor on \_\_\_\_\_

*g. Joint activities with other local areas*

The board's activities in this area include continued work with the other local areas on joint venture that mutually benefit all parties. Included in this example would be activities such as pursuing in the upcoming legislative session Reed Act funds, revising the ETP process, and pursuing funding opportunities that benefit the entire state.

*4. Describe any training that is conducted for LWIB members and staff on ethics, conflict of interest, and the Sunshine Law, including the frequency and date of recent and planned sessions.*

All board members are required by a City ordinance passed in 2001 to undergo a course on ethics, conflicts of interest, and the Sunshine conducted by a City attorney. To date, records indicate all board members have completed this training. Periodic training may be required. As training opportunities arise for additional training and/or classes in this area, board members will be encouraged to participate in these courses.

*5. Please describe the LWIB's mechanism and plans for providing its staff with the support (training, equipment, etc.) they need to fulfill the LWIB's expectations? This response should cover staff of the LWIB, One-Stop Job Centers, and Youth programs.*

The board's mechanism for doing this is its executive director. The board relies on its executive director to continually assess the skill set needs of board staff to insure that all staff have the skill sets needed by the board to fulfill its mission under the WIA. The mechanism used here is board reliance on its executive director for making sure this is done and reported back to the board. With regard to One-Stop Job Center and Youth Program staff, the board relies on its staff, its various committees, and administrators from these entities to report to the board annually the training, equipment, and other support services needs of their respective organizations. Within reasonable limits, the board will generally make adequate provision in its various budgets to account for these needs.

Oahu WorkLinks staff receive on-going staff development and training from Federal, State, City and private resources to improve on management and leadership issues, compliance with WIA financial and programmatic rules and regulations, enhancement of customer service and performance outcome, and understanding of the general economic outlook that impacts workforce development. Consultants such as the Social Policy Research Institute and Center for Workforce Learning Center provide technical assistance and workshops to staff. Some staff are certified members of professional organizations such as the National Association of Workforce Development Professionals, the Society of Human Resource Management, and Center for Credentialing and Education, and receive in-service training from their professional organizations. Staff will continue to learn how to apply Assistive Technology to assist and guide individuals with disabilities to improve their access to the one-stop centers' resources. As much as funding permits, equipment at the one-stop centers including computer equipment is upgraded in a timely manner to allow staff to have the necessary tools to do their work efficiently.

In the case of OSP staff, training opportunities to be provided for with board funds are described in the youth program budget that is included with this plan.

In the case of OWIB staff, training opportunities to be provided for with board funds are described in the local area administration budget that is included with this plan.

*6. Please describe the LWIB's plans for supplementing WIA funding and/or adjusting its operations to the availability of funding.*

The board's plans for supplementing WIA funds focuses on leveraging its limited resources with those from its private sector and other partners. Examples of these efforts include the board's current efforts to assist NCL with its workforce development needs. Under the arrangement currently being structured, the board and NCL would contribute funds toward a program that would identify appropriate candidates from rural areas, recruit those candidates, and place those candidates into jobs with NCL. Presently, the board and NCL are looking at the feasibility of jointly-funding this type of project and/or arrangement. Another example includes leveraging of board funds, ANA funds, and OHA funds for a program that would assist formerly incarcerated individuals transition successfully back into their communities, job, and families. The board is also looking at consolidating operations, co-locating programs and other resources into non-profit organization centers, and co-locating board programs and services with other city, state, or federally funded programs that are operated in regions or communities that are not being presently served by the board or its programs.

*7. What waivers from WIA requirements would facilitate LWIB operations?*

A waiver allowing Oahu to be exempt from the 70 percent rule, to cover at least the next two years, would be extremely helpful and beneficial to the board. Recent staff turnover, the needs of youth, changes in staffing at service provider organizations, the board's move to a youth operator, and other system challenges, has made complying with this rule onerous and unproductive.

#### IV. ONE-STOP DELIVERY SYSTEM/SERVICES

*1. Identify the One-Stop operator(s) for the county's One-Stop System. Identify whether this designation was a result of competitive selection or an agreement between the LWIB and a consortium of at least three or more of the mandatory One-Stop partners. Describe the standards and outcomes used in selecting, evaluating, and retaining the One-Stop operator(s). [Ref: WIA Reg. 661.350(a)(3)]*

The board's one-stop operator is Oahu Worklinks (OWL). OWL was selected to serve as the board's one-stop operator through non-competitive means. The relationship between the board and OWL, a consortium made up of at least three mandatory one-stop partners, is governed by an agreement. The agreement referenced here is included in Section XII.

*2. Describe the current and planned One-Stop infrastructure. [Ref: WIA Reg. 661.350(a)(3)] Please include information and date of the most recent assessment of the current system's adequacy and cost justification.*

The board's current one-stop infrastructure consists of eight one-stop centers, placed strategically throughout the island of Oahu, to provide residents with easy-access to WIA services. Current board plans for the infrastructure of its one-stop system includes plans to look at the feasibility and viability of developing satellite one-stop centers using Reed Act funds and other resources in places such as community college campuses, non-profit organizations that operate programs in areas not currently served by the board and its programs, and a thorough re-evaluation of user needs relative to current program configuration and location.

The board's comprehensive one-stop center is its Dillingham Blvd. one-stop operation. The board will undertake, beginning in December 2005, a review and assessment of the current system's adequacy and cost justification.

*3. Describe how LWIB expectations of One-Stop operators are conveyed and evaluated, including how feedback is provided. At minimum, the expectations should cover implementation of demand-driven concepts, incorporating non-traditional resources, integration with counselors at affiliated agencies, outreach to underrepresented\* groups, and outreach to incumbent workers.*

The primary means for conveying the board's expectations is through the board's Quality Assurance Committee (QA). In addition, the board also conveys its expectations through its executive director and its staff. Evaluation of the one-stop operator is done on a monthly basis, with the operator reporting to the QA Committee in writing and orally on its performance during the previous month. The board independently verifies the accuracy of these reports and to protect the integrity of the system, board staff are required to conduct site monitoring visits annually of the one-stops and eligible training provider organizations. A report discussing what was learned during these monitoring visits is provided to both the party that was visited as well as to the board. Monitoring for the current year will take place in November.

*4. Describe how the workforce development needs described in response to Section II of these Instructions will be met. [Ref: WIA Reg. 661.350(a)(1)]*

The workforce development needs described in response to Section II will be met using the model the board is now successfully using to address the labor and workforce development needs of NCL. The model calls for: (1) identifying all stakeholders with an interest in the matter being addressed; (2) obtaining stakeholder agreement on the issue that is to be addressed and how it

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\* Underrepresented groups include people with disabilities, Temporary Assistance for Needy Families ("TANF") clients, immigrants, out-of-school youth, older workers and retirees, and people with substance abuse and ex-offender backgrounds.

will be addressed; (3) obtaining stakeholder buy-in and ownership of the issue and the plan which is to be used to successfully resolve the issue; (4) obtaining further stakeholder buy-in into solving this issue by having the stakeholders – usually, in these circumstances, the employers – take the lead in developing, implementing, and monitoring the successful resolution of the issue; and, finally (5) obtaining additional stakeholder buy-in into the program by requiring stakeholders to commit stakeholder resources, to be matched by board resources, toward implementing and sustaining the program after board funds have been exhausted.

*5. Describe how innovative, demand-driven business services will be incorporated at the One-Stop Job Centers. How will you learn business needs and attract increased job postings? How can WDC help?*

Innovative, demand-driven business services will be incorporated at the one-stop job centers by the board on: (1) demand for such services as identified and articulated by the business community; (2) as further developed by members from the board who represent the business sector for which the business service is being developed; and, (3) as permitted based on available resources, industry buy-in as evidenced by resources contributed toward implementing the service(s).

*6. Describe how the One-Stop system will ensure universal access to the mandatory core services. [Ref: WIA Section 134(d)(2)]*

Universal access is ensured through the board's open access policy. Under this policy, access to one-stop core services is open to any person wishing to use the one-stop system and the services it provides. The board, as part of its continuous improvement commitment, annually re-evaluates its programs and services to insure that its programs and services are accessible to any and all persons who wish to use them.

*7. Describe the intensive services that will be provided through the One-Stop system, including the service delivery method. [Ref: WIA Section 134(d)(3)]*

The board's plans for the delivery of intensive services have not changed since the development of the board's original five-year plan. For additional information on these services, please refer to page 20 of the board's original five-year plan.

*8. Describe policies, if any, to restrict training funds for uses the LWIB has identified as a Local Area priority; e.g., a) direct a certain percentage of training funds to high demand, economically vital, and/or targeted skills and occupations, or b) give priority to training for jobs that pay at least a self-sufficiency wage.*

The board does not currently have in place policies such as those contemplated by this question or described above. This, however, is an issue and an approach to budgeting, programming, and prioritizing that the board is currently reviewing and considering.

9. Describe the training services that will be provided through the One-Stop system, including the LWIB's:

a. policies and procedures to contract with employers for on-the-job training ("OJT") and customized training, and

On-the-job training (OJT) may be provided through a negotiated contract with an employer in the public, private non-profit, or private sector under which the employer hires one or more WIA participants and provides occupational training in exchange for the reimbursement of up to 50 percent of the wage rate to compensate for the employer's extraordinary costs.

After interviewing a person with contracting authority in the potential OJT employer organization, the business developer will make a site visit and conduct a pre-award survey according to the statewide-standardized requirements. The survey must verify that the employer:

- Has a General Excise License;
- Is registered with the State Department of Commerce and Consumer Affairs to conduct business in Hawaii;
- Has the necessary professional or vocational licensing, if applicable;
- Has a satisfactory record of integrity and business ethics as determined by reports from the Office of Consumer Protection, the Better Business Bureau, and Chamber of Commerce;
- Can demonstrate payment of state and federal taxes;
- Maintains a satisfactory working environment, including compliance with OSHA regulations;
- Has adequate financial resources or the ability to obtain them; and
- Has not moved from another location within the past 120 days if that relocation resulted in loss of jobs at the original site.

Both the business developer and the employer must certify by signature that the pre-award data is accurate. If the survey is acceptable, the business developer will negotiate and prepare a contract for execution by the OWL administrative unit and the employer.

The following policies apply to OJT agreements:

Contracts will not be negotiated with any employer who has previously exhibited a pattern of failing to provide OJT participants with continued long-term employment with wages, benefits, and working conditions that are equal to those provided to other employees who have worked a similar length of time and are doing the same type of work.

An OJT contract must be limited to the period of time required for a participant to become proficient in the occupation for which the training is being provided. Consideration will be given to the academic and occupational skill level, prior work experience, interests and abilities of the potential OJT participant as determined by the initial assessment and IEP, as well as to the occupational skill requirements of the job.

An OJT agreement may not be negotiated for employment or training of participants in sectarian activities, or to carry out the construction, operation or maintenance of any part of any facility that is used or to be used for sectarian instruction or as a place for religious worship.

An OJT agreement may not be negotiated with any business for the purpose of encouraging that business or a part of that business to relocate from another location in the United States if the relocation would result in any employee losing his or her job.

OJT contracts will not be awarded if the contract would result in a violation of an existing union agreement or in WIA customers displacing other employees.

An OJT contract may be written for an employed participant only if the employee is not earning a self-sufficient wage as determined by the OWIB; and the OJT relates to the introduction of new technologies, introduction to new production or service procedures, upgrading to new jobs that require additional skills, workplace literacy, or other purposes identified by the OWIB.

Performance criteria for OJTs will be set by the OWIB and the corresponding performance data will be collected by the Business Services unit. A list of providers that have met such criteria, along with the relevant performance information, will be disseminated through the One-Stop delivery system.

The number of individuals that may be placed in OJT positions at a single company is limited according to the following guidelines:

<u>Company Size</u>	<u>Number of On-the-Job Slots Allowed</u>
1 - 4 employees	1
5 - 8 employees	2
9 - 12 employees	3
13-16 employees	4
17-20 employees	5
21 +	6 + (Expenditures not to exceed \$25,000 per contract)

OJT contracts will be monitored for compliance during the life of the contract by a member of the Planning Section of the O`ahu WorkLinks Administrative Unit.

### **CUSTOMIZED TRAINING (CT)**

Customized training may be provided through a negotiated contract with an employer (or a group of employers) in the public, private non-profit, or private sector under which the employer provides training that: is designed to meet the special requirements of the employer; is conducted with a prior commitment by the employer to employ, or in the case of incumbent workers, continue to employ, the participants on successful completion of the training; and for which the employer pays for not less than 50 percent of the cost of the training. Training components may include classroom instruction in the occupational area or in basic skills needed for entry into the occupation, or in simulated or actual job-site instruction in which the trainees do not perform productive work (e.g. job shadowing). The training may be conducted by the employer or be subcontracted to another training provider. An OJT component will be permitted after or concurrent with the classroom or non-productive job-site training; however, participants must actually be hired prior to the OJT. The placement may be within the organization holding the contract for the training, or with another qualified company, provided that the job is directly training-related.

After interviewing a person with contracting authority in the potential CT employer organization, the business developer will make a site visit and conduct a pre-award survey according to the statewide-standardized requirements. The survey must verify that the employer:

- Has a General Excise License;
- Is registered with the State Department of Commerce and Consumer Affairs to conduct business in Hawaii;
- Has the necessary professional or vocational licensing, if applicable;
- Has a satisfactory record of integrity and business ethics as determined by reports from the Office of Consumer Protection, the Better Business Bureau, and Chamber of Commerce;
- Can demonstrate payment of state and federal taxes;
- Maintains a satisfactory working environment, including compliance with OSHA regulations;
- Has adequate financial resources or the ability to obtain them; and
- Has not moved from another location within the past 120 days if that relocation resulted in loss of jobs at the original site.

Both the business developer and the employer must certify by signature that the pre-award data is accurate. If the survey is acceptable, the business developer will negotiate and prepare a contract for execution by the OWL administrative unit and the employer.

The following policies apply to CT agreements:

Contracts will not be negotiated with any employer who has failed to honor employment commitments under previous customized training or OJT agreements.

A CT agreement may not be negotiated for employment or training of participants in sectarian activities, or to carry out the construction, operation or maintenance of any part of any facility that is used or to be used for sectarian instruction or as a place for religious worship.

A CT agreement may not be negotiated with any business for the purpose of encouraging that business or a part of that business to relocate from another location in the United States if the relocation would result in any employee losing his or her job.

CT contracts will not be awarded if the contract would result in WIA customers displacing other employees.

A customized training contract may be written for the training of an employed participant when the employee is not earning a self-sufficient wage; and the customized training relates to the introduction of new technologies, introduction to new production or service procedures, upgrading to new jobs that require additional skills, workplace literacy, or other appropriate purposes identified by the OWIB.

A customized training contract may be written only if the employer makes the commitment to hire at least 75% of the participants who successfully complete the training.

Performance criteria for customized training will be set by the OWIB and the corresponding performance data will be collected by the Business Services unit. A list of providers that have met such criteria, along with the relevant performance information, will be disseminated through the One-Stop delivery system.

Customized training contracts will be monitored for compliance during the life of the contract by a member of the Planning Section of the O`ahu WorkLinks Administrative Unit.

*b. if applicable, policies and procedures to contract with community-based organizations or other private organizations that offer effective training to special populations with multiple barriers to employment.*

The board's policies and procedures for identifying and contracting with parties such as those identified above are the same as those used by the City and County of Honolulu in selecting and awarding funds to professionals providing personal services.

10. Describe the local Individual Training Account (“ITA”) system, including:

*a. any limits the LWIB chooses on the dollar amount, duration, number and scope of ITAs for individuals,*

The board’s ITA system has not changed since the board formally announced its policy in the board’s original five-year plan. For additional information, please refer to page 29 of the board’s original five-year plan.

*b. ITA procedures, if any, to cover costs of the following items provided by approved training providers:*

- *tuition and fees for training,*
- *textbooks, supplies, uniforms, and necessary training materials,*
- *testing fees for certification, and licensing examinations.*

The board’s ITA procedures in this area have not changed since the board formally announced its procedures in the board’s original five-year plan. For additional information, please refer to page 30 of the board’s original five-year plan.

*c. procedures for how ITA expenditures will be controlled and tracked, and*

The board’s ITA procedures in this area have not changed since the board formally announced these procedures in the board’s original five-year plan. For additional information, please refer to page 30 of the board’s original five-year plan.

*d. procedures for how a customer will be able to complete training planned if the applicable training program is removed from the list of eligible training providers before that customer completes training.*

The following procedure shall be used: (1) verify the ETP has been removed from the ETP list; (2) determine an appropriate placement for the participant using established policies and procedures; and, (3) place the participant using established policies and procedures.

To avoid disruptions of services to participants, exceptions are made for participants who are already enrolled prior to September 14, 2005 in training programs that go beyond a semester/term at University of Hawaii Manoa and West Oahu, and Chaminade University. They are “grandfathered” by approval of the OWIB

Executive Director who waived reporting requirements for attendance from the institutions.

11. *Identify all partners of the One-Stop system.*

The board's one-stop system partners are fully identified on page 32 of the board's original five-year plan. No changes to these partnerships.

12. *Provide a copy of the Memorandum(s) of Understanding ("MOU") as described in WIA Section 121(c) between the LWIB and each of the One-Stop partners. [Ref: WIA Reg. 661.350(a)(3)(ii)] Each MOU must delineate:*

- a. the role of each partner (services, implementation responsibilities),*
- b. how services will be funded,*
- c. how operating costs of the One-Stop Job Center will be funded,*
- d. how individuals will be referred between services,*
- e. How confidentiality will be protected,*
- f. coordinated employer services and job development, with a single repository of job orders and applications,*
- g. procedures for compliance with the Americans with Disabilities Act ("ADA"), and*
- h. other strategies intended to increase the efficiency of One-Stop Job Centers. At minimum, discuss:*
  - how duplicative services can be reduced,*
  - current and planned electronic connectivity between partners,*
  - development of and resource support for innovative strategies, and identification of training for skills identified by business partners.*

The MOUs requested here are included in Section XII. Each MOU discusses and addresses the issues raised above.

13. *Describe the LWIB's coordination with the following entities, if they are not partners in the county's One-Stop system:*

- *Adult Education and Family Literacy* (representative serves on board)
- *ALU LIKE, Inc.* (representative serves on board)
- *Child Care Providers* (representative being sought for service on youth council)
- *Child Protection Agency* (representative serves on youth council)
- *Community Colleges* (representative serves on board)
- *Community Service Block Grant activities* (representatives serve on board)
- *Corrections* (representative being sought for service on youth council)
- *Department of Education* (representative serves on board)
- *Economic Development Agencies* (representative serves on board)
- *Faith-Based and Community-Based organizations* (service on board)
- *Foster Care* (representative being sought for service on youth council)
- *HUD employment and training activities* (youth operator)
- *Job Corps* (representative serves on board, youth council)
- *Judiciary* (representative serves on youth council)
- *Libraries* (representative being sought for youth council)
- *Migrant and Seasonal Farmworker Programs* (representative serves on board)
- *Native Hawaiian, Indian and Native American Programs* (rep. serves on board)
- *Post-secondary Vocational Education* (rep. serves on board)
- *Private sector* (majority of board members represent private sector)
- *Rural Development Project & Rural Job Training Project* (project part of board)
- *TANF (Temporary Assistance for Needy Families)* (rep. being sought for board)
- *Transportation* (representative being sought for service on board)
- *Unemployment Insurance* (representative serves on board)
- *U.S. Department of Defense* (representative being sought for service on board)
- *Vocational Rehabilitation* (representative serves on board)
- *Youth Opportunity Grants* (representative serves on board)

Coordination will be accomplished through the board’s “Duplicative Program and/or Services Check System”. Under this system, board staff are required to determine whether the program or service contemplated by the board would conflict with, enhance, or duplicate a program or service already being provided by one of the entities identified above. Key strategy for coordination is to include representation of above entities on the board, a board committee, or on youth council.

Coordination with each of the above entities is necessary whenever the board undertakes to develop a new program, expand the reach of existing programs, or reduce the availability of programs or services. In these instances, board staff will make contact with these organizations, provide these organizations with background information on the undertaking, and solicit comments from these entities with regard to their prospective interest, in any, in participating in the development, funding, and/or oversight of the initiative.

14. *Describe how the particular workforce development needs of the following groups will be met, ensuring accessibility, nondiscrimination and equal opportunity, and consistency of service across the county: [Ref: WIA Reg. 661.350(a)(1)]*

- a. *dislocated workers,*
- b. *displaced homemakers,*
- c. *low-income individuals such as migrants and seasonal farmworkers,*

- d. *public assistance recipients,*
- e. *women,*
- f. *minorities,*
- g. *individuals training for non-traditional employment,*
- h. *veterans,*
- i. *older individuals,*
- j. *people with limited English-speaking ability, and people with disabilities.*

To address the needs of these groups, the board will use here the same approach it used in its original five-year plan. See page 34 of the board's original plan. Where necessary or needed, the board will take appropriate steps to provide line staff with training intended to enhance their ability to work successfully with these groups.

System improvements include increased efforts to better serve segments of the veterans population that has been substantially underserved relative to the total number of people in this discreet population – homeless veterans. The board prepared has partnered and will continue to partner with other organizations in the development of new programs targeted at helping this underserved community. Other system improvements include recent initiatives by the board to secure Reed Act funds to provide limited English-speaking Micronesians with one-stop and Wagner Peyser services. Another system improvement would include the work the board is currently undertaking with the Legal Aid Society of Hawaii to find alternate ways in which to better serve those receiving AFDC assistance, possibly with WIA and non-WIA partner resources.

*15. Describe the process for providing priority to public assistance and low income individuals for intensive and training services when adult program funds are limited. [Ref: WIA Reg. 661.350(a)(11)] What priority is given to veterans? What priority, if any, is given to underrepresented groups? What priority, if any, is given to employed people who earn below the self-sufficiency level?*

Priority is given to public assistance and low-income individuals in programs that are funded by funders such as HUD, which are operated by the board and/or the City. Additionally, priority is also given to this group when receiving WIA-funded services based on a first-come, first-served basis. This priority in receiving services is extended to this group as well as other groups based on the first-come, first-served principle. The board will use as a guide where appropriate the information contained in WIA Bulletin 07-05.

Since funding is generally limited, a system is established to give priority to public assistance recipients and low-income individuals for adult intensive and training services. Low income is defined in similar terms as JTPA, i.e. individuals who are economically disadvantaged because their income in relation to their family size does not exceed the poverty level or 70% of the lower living standard income level. In accordance with WIA Bulletin No. 07-05 which establishes priority for veterans under the Jobs for Veterans Act, priority is further applied as follows:

- Persons who meet both the veterans' priority and the targeting provision above have the highest priority for participation.

- Non-veterans who meet the targeting provision have the next highest priority.
- Veterans who do not meet the targeting provision have the third highest priority.
- Persons who are not veterans and who do not meet the targeting provision have the lowest priority.

16. *Describe how the LWIB will coordinate local activities with statewide rapid response activities. [Ref: WIA Reg. 661.350(a)(6)]*

The process used by the board to coordinate local activities with statewide rapid response activities remains unchanged, but is subject to change should conditions require changes. For additional information, please see page 38 of the board's original five-year plan.

17. *Describe the county's strategy for providing reemployment services to UI claimants most likely to exhaust benefits.*

The Wagner-Peyser funded partner agency in OWL. The Workforce Development Division is already mandated by USDOL (though not funded) to provide re-employment services to selected UI claimants who are identified by the UI Division to meet the profile of those most likely to exhaust their benefits. Every week, the UI Division refers a set number of "profiled" individuals to Workforce Development Division staff located at selected One-Stop Centers for group orientation sessions, individualized interview to update each claimant's intake data in AOSOS. Staff will conduct assessment of needs and evaluate the individual's job knowledge, skills and achievements to develop an Individual Reemployment Plan with each claimant. While the primary goal is to return the claimant as quickly as possible to unsubsidized employment, many claimants may choose to take intermediate steps to prepare for re-entry into the World of Work by participating in reemployment services and activities such as attending One-Stop workshops in interviewing techniques, resume-writing, etc in order to better prepare for competitive job search. In addition, some claimants may decide they need short-term classes or long-term training to achieve their employment goals. Others are provided one-on-one intensive job search assistance, including job development assistance, by trained WDD and/or other One-Stop personnel. These activities are incorporated into each individual's reemployment plan of action. If not ready for immediate job search assistance, some claimants are referred to qualified training programs and/or support services that enhance the claimant's return to employment.

Quarterly achievements reports for Worker Profiling Reemployment Services program are submitted by WDD staff to their agency administration which reports back to USDOL.

18. *Describe the competitive process that the LWIB uses to award grants and contracts for intensive services that are not provided by the One-Stop Job Centers.*

The process used by the board is governed by Section 103D of the HRS concerning procurement of services, as well as other pertinent and/or related City rules and/or regulations.

## V. YOUTH SERVICES

*Please prepare a comprehensive Youth Services Plan, addressing the needs of both youth-in-need and all other youth, covering areas of education, vocation, and support services, the concept of continuous improvement.*

*1. Describe the responsibilities the LWIB has delegated to the Youth Council. Provide a roster of your current Youth Council. [Ref: WIA Reg. 664.110]*

The board has delegated to the Youth Council three chief responsibilities: (1) identifying, selecting, and recommending service provider organizations; (2) assisting the board with development of the youth program budget and the annual Request for Proposals (RFP); and (3) monitoring service provider organizations funded by the board based on recommendations by the YC. Additionally, the Youth Council also advises the board on all other youth matters and issues concerning programs and/or services provided by the board.





## YOUTH COUNCIL ROSTER

<u>Last Name</u>	<u>First Name</u>	<u>Title/Company</u>	<u>Representation</u>	<u>Contact</u>
<b>BAKER</b>	<b>Jasmine</b>	Boys & Girls Club of Hawaii 85-010 Old Government Road Waianae, Hawaii 96792	Youth Program Graduate	Telepho  Email:
<b>BROWNING Honorable Judge</b>	<b>R. Mark</b>	District Court Judge State of Hawaii Family Court 777 Punchbowl Street Honolulu, Hawaii 96813	Juvenile Justice	Telepho Fax: Email:
<b>BURON</b>	<b>Dan</b>	Vice President, Human Services Goodwill Industries of Hawaii, Inc. 2610 Kilihau Street Honolulu, HI 96819	Youth Services Organization	Telepho Fax: Email:

**CRISAFULLI**                      **Rolanse**                      Administrator                      Mandatory Partner                      Telepho  
O`ahu WorkLinks/WorkHawaii                      Fax:  
City & County of Honolulu                      Email:  
Department of Community Services  
711 Kapiolani Boulevard, Suite 1422  
Honolulu, Hawaii 96813

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2. *Define how the LWIB documents that a youth is “deficient in basic literacy skills.” [Ref: WIA Reg. 664.205]*

This process remains unchanged. Please see page 46 of the board’s original five-year plan for additional information.

3. *Define “requires additional assistance to complete an educational program or to secure and hold employment.” [Ref: WIA Reg. 664.200(c)(6)]*

This process remains unchanged. Please see page 46 of the board’s original five-year plan for additional information.

4. *Identify the serious barriers to employment (eighth eligibility criterion for youth who are not low income) which will qualify up to 5% of youth who are not low-income individuals. [Ref: WIA Reg. 664.220(h)]*

This section and the board’s position on this issue remain unchanged. Please see pages 46 - 47 of the board’s original five-year plan for additional information.

5. *Describe the competitive process that the LWIB uses to award grants and contracts to providers of youth activities.*

This process remains unchanged. Please see page 47 of the board’s original five-year plan for additional information.

6. *Describe and assess the type and availability of youth activities in the county. [Ref: WIA Reg. 661.350(a)(7)]*

The youth council’s work in creating an inventory of existing youth programs continues and will be updated in the coming months. Upon completion and updating of its work in this area, a copy of the assessment will be forwarded to the WDC and other partners.

7. *Describe how local agencies cooperate to provide youth with needed services on a seamless, continual basis throughout the individual’s developmental years. Describe planned innovations in the collaborative delivery of services to youth. Does the Local Area give extra points to proposals from coalitions of providers using collaborative strategies to provide youth services? Does the Local Area use contract negotiations to cement collaborative ties between agencies? Describe improvements in the collaborative delivery of services to youth in the past five years.*

Cooperation and collaboration is achieved through monthly service provider meetings between the youth operator and service provider organizations. At these meeting, a continuing theme and topic for discussion is whether there exists between the parties opportunities for referring youth between programs to provide youth with opportunities, services, or programs not offered by the provider organization where the youth receives most of his or her services. Planned innovations include the move by the board from handling program operator functions for its youth program to contracting with OSP for OSP to serve as the board's youth program operator. Moving this function out of the board and into the OSP allowed the board to more clearly do what the WIA requires: closely monitor the judicious use of WIA funds and resources, as well as the operation of WIA-funded program.

Improvements realized from these changes to program administration and operation include the development of a centralized eligibility determination process that has allowed for the efficient processing of eligibility determinations. Another improvement includes better collection, processing, and reporting of data that affects local area performance levels.

8. *Separately describe the activities of the LWIB's comprehensive plan for a) in-school youth and b) out-of-school youth. Describe how each of the activities will be accomplished. Describe the year-round program, including the summer component. Describe how any coordination occurs with the agencies listed at IV.13.*

#### In-School

The board intends to spend up to 40 percent of its annual youth program allocation on programs benefiting in-school youth. Services will be provided by service provider organizations recommended by the board's Youth Council (YC). Additionally, the board incorporates by reference as reflecting the intent of the board with regards to its youth program the activities described on pages 48 - 51 of its original five-year plan information as being responsive to the question asked in this section.

#### Out of School

The board intends to spend up to 60 percent of its annual youth program allocation on programs benefiting out-of-school youth. Services will be provided by service provider organizations recommended by the board's Youth Council (YC). Additionally, the board incorporates by reference as reflecting the intent of the board with regards to its youth program the activities described on pages 48 - 51 of its original five-year plan information as being responsive to the question asked in this section.

Coordination with agencies listed at IV.13 is accomplished through existing relationships between the OSP and these agencies and existing relationships between OWIB and these agencies. Leveraging, dual-enrollment, and referral issues frequently require the board and its operator to coordinate efforts with it partner agencies.

Both programs above will also be required to incorporate financial literacy training into their the required program elements for service providers. As a result of recent USDOL monitoring, changes to the process for development of the ISS will be implemented as per the USDOL's recommendations. OSP will continue to work with providers to strengthen the ability of the system to provide youth with the various elements. Program services provided as part of follow up services include any and all reasonable services necessary to insure the success of the project participant. Interim indicators of success include the successful attainment by the provider of first quarter performance goals for service delivery and spending. Interim indicators of success for participants include successful completion of participant goals as viewed and measured on a quarter basis. The board does not have and will not have a stand-alone summer program for youth.

9. *Describe how the LWIB will ensure that 40% of total youth funds will be directed to out-of-school youth.*

The board adopted in 2005 a formal youth program spending policy that calls for the board to expend up to 60 percent of its annual youth program allocation on programs designed to benefit out-of-school. This policy shift essentially reverses the board's prior youth program spending policy that called for the board spending up to 60 percent of its annual youth program allocation on in-school youth.

10. *Describe the youth program(s)' connections to the county One-Stop system.*

The board's youth program is operated by the OSP. The OSP is physically located in the same building as the board's comprehensive one-stop operation. The youth program is connected to the one-stop system, therefore, through the youth program's use of the one-stop system for initial eligibility determination services used by youth service provider organizations. Administratively, the youth program is connected to the one-stop system through the participation of youth program staff in board meetings, committee meetings, and local area staff meetings.

Youth are informed about the availability and locations of one-stops, and they are also encouraged to visit the one-stops and to use one-stop services. LMI data is made available for youth seeking information on local market conditions. Those who request an orientation to the one-stop will be accommodated. Dual enrollment is a possibility for those who qualify.

11. *Describe the LWIB's workforce-related prevention strategy towards lessening school dropout rates?*

The board's strategy toward lessening school dropout rates involves working more closely with the department of education, school counselors, and other stakeholders in identifying youth who are at-risk of possibly dropping out and providing that youth with preventive and support services designed and intended to encourage the at-risk youth to remain in school.

School counselors and youth participants are the primary sources used to identify potential dropouts. Preventive and support services aimed at potential dropouts include counseling and mentoring, as well transportation assistance or other appropriate forms of support service assistance.

12. *Describe the LWIB's strategy for providing youth participants with a broad spectrum of employment experiences to help shape career paths?*

The board's strategy for doing this encompasses and involves requiring service provider organizations to use the summer youth component in their respective annual plans to plan for and offer youth volunteer opportunities with the City, summer internship programs with non-profits, career exploration programs funded by programs such as the Oahu Rural Development Program,

and other stipend programs designed to provide youth with a broad spectrum of employment experiences. Given the recent natural disasters in the continental United States and the current conflict in the middle east, the availability of programs and/or services offered to youth in the coming two-year period may be scaled back involuntarily by the board due to anticipated reductions in federal funding.

*13. Describe the LWIB's strategy for providing youth participants access to career, employment, and labor market information?*

The board's strategy for doing this is to require all service providers to introduce all program participants to this information, to teach all participants how to access this information, and to provide resources in one-stop centers to allow those without computers and other technology needed to access these resources to be able to access this information.

## VI. OTHER SERVICES

*1. Describe steps you will take to encourage participants to seek further training to prepare them for higher-paying jobs; e.g., place in higher education or apprenticeship.*

The board will require service provider organizations to provide counseling and other services intended to inform participants about their higher education, apprenticeship, and high-paying job options. It will enforce this requirement by requiring service provider organizations to document their efforts at providing the counseling called for under this paragraph.

*2. Describe how faith-based and community-based organizations will be included in your workforce investment system.*

Faith-based and community-based organizations are included in our workforce investment system in many ways. Recent examples include partnering with these kinds of organizations in developing programs and proposals to assist underserved communities in rural and economically depressed areas. Partnering with these kinds of organization to explore opportunities for the development of quasi one-stop centers in areas that are not currently being served. Where partnership are established, the board will formalize the partnerships by entering into agreements with these kinds of organizations detailing the roles, duties, and responsibilities of the parties in the workforce development system.

*3. Describe your other services, activities and projects not described elsewhere in this plan.*

The board's services, activities, and projects are fully described in this plan. No additional comment.

## VII. PERFORMANCE GOALS AND LEVELS

The performance levels for the State apply to all the Local Areas. Insert the sheet below into your plan. [Ref: WIA Reg. 661.350(a)(4)]

Hawaii's Negotiated Performance Levels, 2005-2007

### **Hawaii's Negotiated Performance Levels, 2005-2007**

		PY 2005	PY 2006
ADULT	Entered Employment Rate	75%	76%
	Employment Retention Rate	82%	83%
	Earnings Change	\$4,000	\$4,100
	Employment and Credential Rate	58%	59%
DISLOCATED WORKER	Entered Employment Rate	80%	81%
	Employment Retention Rate	84%	85%
	Earnings Change	-\$1,995	-\$2,015
	Employment and Credential Rate	61%	62%
OLDER YOUTH	Entered Employment Rate	76%	77%
	Employment Retention Rate	79%	80%
	Earnings Change	\$3,000	\$3,100
	Credential Rate	34%	36%
YOUNGER YOUTH	Skill Attainment Rate	68%	70%
	Diploma Attainment Rate	52%	54%
	Retention Rate	48%	49%
CUSTOMER SATISFACTION	Employer	82%	82%
	Customer	70%	71%

Although Local Areas will be collecting and reporting data for the new Common Measures, there are no performance levels that must be met this program year.

*1. Provide a LWIB assessment of its Adult and Dislocated Worker WIA Performance Measures for the first five years of the WIA program, including a discussion of the LWIB's level of satisfaction with the outcomes and plans for meeting future targets. Please include the following.*

The board is pleased with the program its adult and dislocated worker programs have made over the past five years. For the most part, the board's adult and dislocated worker programs have met the majority of their respective goals annually. These programs have shown continuous improvement and when compared to the board's youth program, the board concludes the adult and dislocated worker programs are moving in the right direction relative to its other program.

- a. *Description and assessment of the type and availability of adult and dislocated worker employment and training activities in the county. [Ref: WIA Reg. 661.350(a)(5)]*

The One-Stop system is the basic delivery system for adult and dislocated worker training and employment services. The services are organized into three levels: core, intensive and training. At a minimum, an individual will receive at least one core service, such as initial assessment or job search and placement assistance, before receiving intensive services. The initial assessment determines the individual's skill levels, aptitudes, and support services needs. The job search and placement assistance helps the individual to find out whether he is able to obtain employment, or requires more intensive services and training to obtain employment. The decision on which level of services to provide will be made on a case-by-case basis depending on participant needs.

Through the One-Stop system, adults and dislocated workers can access a continuum of training services, such as occupational skills training, on-the-job training, workplace training combined with related instruction, classroom training, skill upgrading and retraining, entrepreneurial training, job readiness training, adult education and literacy training, and customized training. Incumbent workers may obtain training through their employers' utilization of the Employment Training Fund.

- b. *Assessment of the county One-Stop system's strengths and weaknesses.*

**Collaboration:** Oahu WorkLinks are managed and operated by a consortium of four mandatory one-stop partners who have demonstrated their commitment to collaborate by cross-training and blending their staff, and using their existing facilities to conduct outreach to communities island wide and make one-stop services easily accessible to job seekers and businesses alike. The comprehensive one-stop center at Dillingham is co-located with the City's Youth Services Center which operates the WIA Youth program as one of the five programs focusing on the needs of in school as well as out of school youth. All the mandatory One-Stop partners have a solid understanding of the principles and goals behind WIA and have agreed to bring their resources in a coordinated manner to improve the employment, training, literacy and vocational rehabilitation services on Oahu. Non-mandatory partners in the community such as PACT, Goodwill, Pacific Gateway Center and Catholic Charities also collaborate with Oahu WorkLinks to coordinate and streamline services that are responsive to customers needs. Through these efforts, partner agencies aim to maximize the use of resources available in the community and leverage limited funds.

**Commitment to continuous improvement:** There is a strong commitment to customer satisfaction at both the job seeker and employer bases. Satisfaction

surveys are administered regularly to obtain timely feedback from customers and to improve services and business processes to the extent that is within our control. Staff development is also emphasized so that front-line staff have adequate tools and skills to serve customers and to prevent burnout. Certification and credentialing are strongly encouraged and supported. Over a dozen Oahu WorkLinks staff have received certification from workforce development and other professional organizations.

Challenges: The challenges facing the One-Stop system include lack of stable funding (e.g. partner agencies canceling their participation); conflicting definitions, requirements and outcomes in the various partner programs; lack of an efficient system for information sharing and data transfer; onerous reporting requirements for eligible training providers which are not enforceable; and lack of coordinated marketing and outreach efforts particularly targeting the business community. Collaborative efforts from the WIB, the Operators, the Service Providers and the community partners are developing plans and strategies to address some of these challenges.

- c. *Identify planned improvements and capacity building, including a timeline and description of how this will incorporate the LWIB's vision and goals described in Section I.*

OWIB's Strategic Planning committees on System Development, Service Delivery, Resource Development and Marketing and Advocacy have begun working on planned improvements and capacity building strategies, setting guidelines for the Operators to follow. Oahu WorkLinks has submitted a proposal for system improvement and capacity building to OWIB requesting the use of Reed Act funds to support initiatives such as expansion of business services; better connections for under-represented populations to the workforce; replacement of old network infrastructure and computer equipment; and staff training. These initiatives can start as early as July 2006 when the use of Reed Act funds is approved.

In addition, Oahu WorkLinks uses an internal management tool that collects data on customer activities and outcomes as part of case management. This tool includes data on entered employment, retention, credentials and earnings outcomes on the customers that will act as a good predictor in anticipating performance outcomes. There is also an internal monitoring system for quality assurance based on direct customer feedback: e.g. if a customer complains about an eligible training provider who is not delivering what its course catalog describes, this will be reported to OWIB for further investigation. This internal quality assurance methodology has worked well and will continue to be used.

2. *Provide a LWIB assessment of its Older Youth and Younger Youth WIA Performance Measures for the first five years of the WIA program, including a discussion of the LWIB's level of satisfaction with the outcomes and plans for meeting future targets. Please include the following.*

The board concludes after reviewing youth program performance data on its youth program for the first five years that the board will need to dedicate more of its time, energy, and resources into improving this critical and important program. This process is already underway and the board is making considerable progress in improving this program. As of this writing, the board has taken steps to become more actively involved in the crafting of the annual RFP, youth budget, and board monitoring operations. The makeup of the board's youth council will undergo periodic review by the board's executive committee to insure both compliance with federal law and a vibrant and active membership.

Youth service provider staff will be provided with training focusing on financial management practices, rules, and regulations; training on data collection, handling, and processing methodologies and preferred practices; training on preparing and maintaining case files; and training on other selected local area issues as the need arises.

The agenda of regular provider meetings cover the status of performance measures and of expenditure rates. This will continue to be a featured part of the meetings.

a. *Description and assessment of the type and availability of youth activities in the county. [Ref: WIA Reg. 661.350(a)(5)]*

Board funded youth programs are physically situated in communities with high concentrations of at-risk youth. There are a few areas on Oahu where there is no physical presence by a board-funded youth service provider organization or board-funded program, and this issue will be addressed in the upcoming 2006 RFP.

b. *Assessment of the county service delivery mechanism's strengths and weaknesses.*

#### Strengths

The county's strengths in service delivery include the physical locations of many programs in one location, allowing for easier access by participants to multiple programs and service, co-enrollment opportunities for the county, and leveraging of resources and funds between the programs.

#### Weaknesses

The county's weaknesses in service delivery include not having programs and services operating in communities such as central and windward Oahu that would allow easy access to services by those who reside in these communities.

- c. *Identification of planned improvements, including a timeline and description of how this will incorporate the LWIB's vision and goals described in Section I.*

Planned improvements include getting more industry, training provider, and job-seeker input and buy in into board-led or initiated workforce development solutions-development processes aimed at better aligning the board's work with its youth programs with the needs of employers. There is no timeline because this is an activity, a process, and undertaking, that will be incorporated into how the board operates when it engages its partners in crafting solutions to workforce development problems, concerns, and/or issues as identified by stakeholder partners. This improvement incorporates easily and logically into the board's vision and goals in that this improvement brings together the boards goals in several areas of the board's strategic plan.

A key planned improvement is to better align the granting of youth service provider awards based on objective data such as unemployment data by census tract and other data sets. The needs of communities, as substantiated by unemployment data, will be given greater consideration and weight in board decision-making processes.

## VIII. MONITORING AND EVALUATION

1. *Describe how the LWIB ensures the continuous improvement of the One-Stop Job Centers, eligible training providers, and service providers. Include descriptions of the quality assurance provisions in contracts, interim indicators of achieving performance levels, technical assistance, training, minimum operating guidelines, monitoring, incentives, and method to ensure contract compliance.*

Continuous improvement is accomplished through the regular review, quality control checks, monitoring, technical assistance, and staff training opportunities provided by the board. Quality assurance provisions in contracts include provisions requiring service provider organizations and operators to provide the board with regular reports on entity performance relative to goals. Technical assistance examples pertinent here include TA assistance to be provided by the board in identifying areas where system-wide policies should be created to insure the efficient flow of information and data. Contract compliance is insured with the 5 percent holdback provision included in all board contracts as well as the provision which allows for cancellation of contracts for convenience.

Interim performance indicators used by the board to gauge overall local area performance is tracked by quarters based on quarterly spending and service goals laid out in the board's various budgets. Technical assistance and training is provided by the board as the need for these types of services are identified, and this is done independent of the planned-for training opportunities articulated in the board's youth program budget. The same practices and principles apply in the case of eligible training providers and youth service providers.

The board provides its youth operator and its youth service provider organizations with minimum operating guidelines based on well-established models used in places such as California, Nevada, and other parts of the United States. Minimum operating guidelines are also described between the board and its operator in the MOA between the parties. In the case of service provider organizations, minimum operating guidelines are included in the contract between the provider and the City.

The board is presently discussing the potential use by it of incentives to service providers for those who are able to accomplish all of their contractual obligations. Beginning in 2006, the board will begin discussions on developing a program for possibly recapturing and redistributing funds from providers who are consistently unable to meet performance goals.

2. *Please describe how the LWIB ensures the quality of its One-Stop Job Centers, eligible training providers, and service providers, including a description of the following:*

a. *frequency, scope and method of monitoring services, contract compliance, and performance,*

Monitoring will take place at least once annually. Monitoring scope includes all areas where the board is subject to monitoring by the state and the USDOL. Contract compliance and performance monitoring of service provider organizations is primarily the responsibility of the OSP. Operator performance monitoring is the primary responsibility of the board.

b. *how the LWIB provides feedback to providers about their performance, particularly with respect to their contribution to the LWIB meeting its targeted Performance Measures,*

Feedback is provided during site monitoring visits and during monthly local area meetings between the operator and service providers. If corrective action is required, the board will generally require the provider to correct the deficiency within 30 days from the date of the deficiency notice to the provider. If a deficiency is not corrected within this period, the deficiency will be reported to the youth council for youth council consideration and action.

c. *at what intervals the LWIB provides feedback and follow-up, and*

Follow and feedback on site monitoring issues will be done no later than 10 days after the visit. If additional follow up or feedback is required, a response or action must be done within 10 days from the date of the last communication or action.

- d. *how the LWIB identifies effective and ineffective providers, and what is done with this information.*

Provider performance is based on how a provider performs relative to monthly, quarterly, and annual goals. How a provider performs relative to these goals determines whether a provider is effective or ineffective. Generally, a provider will be expected to meet at least 75 percent of the goal set, regardless of goal type or category. Those who meet this minimum standard will be considered effective. Those who do not will be considered ineffective. This information is reported to the board to be used in board decision-making processes involving the awarding of future contracts.

3. *What are the LWIB's plans for quality control of data used in the calculation of Local Area Performance Measures, including timely and accurate data collection and entry? Please describe the frequency, scope, and method of monitoring data entry. What ensures that corrective action is taken?*

The board's monitoring activities in November 2005 will provide the board with the data it will need to develop and formulate policies needed to address the issues raised in this question.

## IX. BUDGET

1. *Attach your currently approved WIA budget.*

See Section XII.

2. *Identify all other amounts and sources of funds that support your activities.*

None. 100 percent WIA funded.

## X. LOCAL PLAN DEVELOPMENT PROCESS

1. *Describe the process used to ensure public comment on and input into the development of the local plan. Include a description of specific steps taken to include input from members of businesses and labor organizations.*

The process used to insure public comment involves the publishing in a periodical of general circulation at least twice a notice by the board to the general public in which the board invites the public to review and comment on the draft plan. At the conclusion of the public comment period, the board received no public comments. Comments were however received from board members and other government entities. These comments were incorporated into the board plan. The policies described in this plan were developed by OWIB members after careful consideration of all comments submitted to the board.

2. *Describe how comments were considered in the plan development process.*

How this will be handled is an issue the board still needs to review and decide.

3. *Summarize and include as an attachment public comments on the draft Local Area Plan, particularly those that express disagreement with the plan. Please include information on LWIB response to the comments.*

Public comment has not yet been solicited and/or received.

## XI. PLAN MODIFICATION

Formal modifications to the local plan are to be submitted to the WDC when:

1. there are significant changes in local economic conditions,
2. changes in partner-provided services,
3. changes to the LWIB structure, or
4. strategies need to be revised to meet performance goals.

## XII. REQUIRED ATTACHMENTS

1. *Any agreements (Referred to in Sections III.2 and IV.1)*

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